

Memorandum

August 3, 1981

Subject: Proposed Study of the Utilization of Professional Personnel--  
Status and Possible Options.

By: Richard L. Chapman

This memorandum outlines the study approach to the subject proposed by Dr. Richard L. Chapman and Dr. James A. Bayton. It sets out the nature of the documents requested to be available upon commencement of the study.

The study team will begin by an intensive review of pertinent documents, e.g. the report of the Inspector General, material describing the five organizational locations where these professionals are employed (and the parent Divisions or Directorates), the 1979 Personnel Study by NAPA, other historical documents, and any reports extant relating to the use of this group of professionals. Position descriptions and budget documents will also be reviewed in detail.

Early in the study, interviews will be conducted with the officer responsible for the IG report, with the DDA and other officials responsible who have a concern with current organizational and staffing patterns regarding these professionals--the purpose being to delineate more explicitly the nature and rationale of the concern.

Thereafter the study team will undertake several pilot interviews with members of the professional group and their supervisors to refine the interview guide. Interviews will be conducted with most (perhaps all) of the members of the professional group, their supervisors, senior officials having the most direct responsibility for the functions of this group (by organization), and with persons who are "clients" or "customers" served by this group.

The interviews and document review will be directed at illuminating the following questions (the following are illustrative):

- What are the objectives of the organizations where these professionals work?
- How do these objectives relate to the goals of the parent organization?
- What are the actual job assignments of these professionals?
- What is the rationale (and relationship) of the various assignments to the objectives?
- What is the value of the work done by these professionals as judged by performance appraisals?
- To what extent are the objectives of the various organizations, and the assignments of individuals unique or interchangeable?

The study team will develop a report for the DDA, by October 7, 1981, describing current use of these professionals within the Agency, the organizational setting in which they work, the rationale for their employment, what they do in the way of assignments, and the apparent value to the Agency. The report will assess potential options for modification of present use where that would be an improvement in organizational or personal performance.

Documents which should be made available to the study team at the outset are:

- (1) I.G. Report
- (2) 1979 Personnel Study by NAPA
- (3) Descriptive material on the five organizations where these professionals work, and the parent organizations
- (4) Position descriptions and the most recent performance appraisals for each of the professionals
- (5) Those portions of budget justifications pertinent to the work of these professionals and the service they provide
- (6) Histories or other documents or studies that provide information about the organizations, or the functions performed by these professionals in the past.

Other documents may be required in the course of the study.

It will greatly facilitate study team efficiency if the team can have temporary access to: (1) a small room with table and chairs or desk; (2) a telephone; (3) locked file cabinet for interim storage of documents, notes, and draft material; and (4) modest secretarial assistance for typing draft material, and, ultimately, the final report.

Time and Cost Estimate

	<u>Number of Person Days</u>
1. Review of documents, including position descriptions	7
2. Interview design and testing	5
3. Interviews (estimate 60)	20
4. Report Writing	6
5. Processing and Administration	2
6. Briefings and follow-up	2
Total	<u>42</u>

42 professional days @ \$262.14	\$11,009.88
Local travel	<u>250.00</u>
Estimated total cost	\$11,259.88

(Cost/day for professional services is  
calculated on a base of \$192.75 plus  
36% fringes)

If possible, it would be helpful to have a schedule of three payments:

the first at the end of August \$2,500.00;  
the second at the end of September \$4,000.00; and  
the final upon delivery of the report: the balance.

Study Scope and Tasks

SCOPE

Examine the Agency's psychological activities to evaluate their effectiveness in meeting our operational and other needs. Make recommendations for changes, including organizational, which would enhance the efficiency and effectiveness of the psychologists in all areas of endeavor.

TASKS

1. Conduct investigation of functions and activities of psychologists in the DD/S&T (ORD and OTS), NFAC (OPA and OSWR), and the DDA (OMS).
2. Submit findings, recommendations, and options for improved management/applications by 9 October 1981.